wcb | Saskatchewan Workers' Compensation Board

Strategic and Operational Plan 2016 – 2018

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The Balanced Scorecard and Our Planning Process

Revisiting our Balanced Scorecard through 2012 and 2013 had a significant impact on our management practices. Our Scorecard now is the filter through which we consider priorities and objectives, identify and rank risks, select projects, and measure and report on our performance. The Scorecard has become so integrated into how we run our organization that, for the first time, its four perspectives were used to present the Management Discussion & Analysis since our 2013 Annual Report.

Our strategic and operational planning practice has been influenced by our Scorecard. Starting with this year, strategic planners first reviewed and confirmed our corporate Scorecard. Then they considered whether their Strategic Plan aligned with our Scorecard, or needed change. The Strategic Plan then was given to operational planners, who examined and revised their Operational Plan to ensure alignment from the Balanced Scorecard and the Strategic Plan through to the work done by our front line staff. The end result is a Strategy Map that illustrates how a set of key operational objectives achieves the Board Members' Strategic Plan.

You will find our Strategy Map on page 6. The Map has four sections called perspectives. Each perspective gives us one view of our organization. Taken together, the four perspectives balance our focus and help us to prioritize and select where our effort and resources should be placed.

Other features of our planning process remain the same.

- Strategic planning continues to be the responsibility of our Board Members. Our CEO and Vice Presidents attend strategic planning sessions to provide our Board with information the Board may need to reach their decisions.

- Operational planning is the responsibility of our CEO. Vice Presidents develop the operational plan for our CEO's approval.

- We continue to work with a rolling three-year planning horizon. This keeps planners focused on the near term and allows for incremental change rather than abrupt shifts in strategic objectives.

Formal strategic planning and operational planning still are done each year. This brings stability to our Strategic and Operational Plan while allowing the flexibility needed to respond to emerging issues in our operating environment and address risks to corporate and strategic success.

We anticipate that the 2015 appointed Committee of Review will issue their Report of Recommendations during the 2016-2018 planning cycle. This report may impact future WCB operational plans.

Changes to Our Corporate Strategy Map

Strategic planners reviewed the strategic objectives on the corporate Strategy Map to confirm the continuing relevance of the objectives. They agreed that objectives in the Stakeholders perspective (*Excel at Serving Injured Workers* and *Excel at Serving Employers*) were the highest level strategic goals for the WCB, and did not require change.

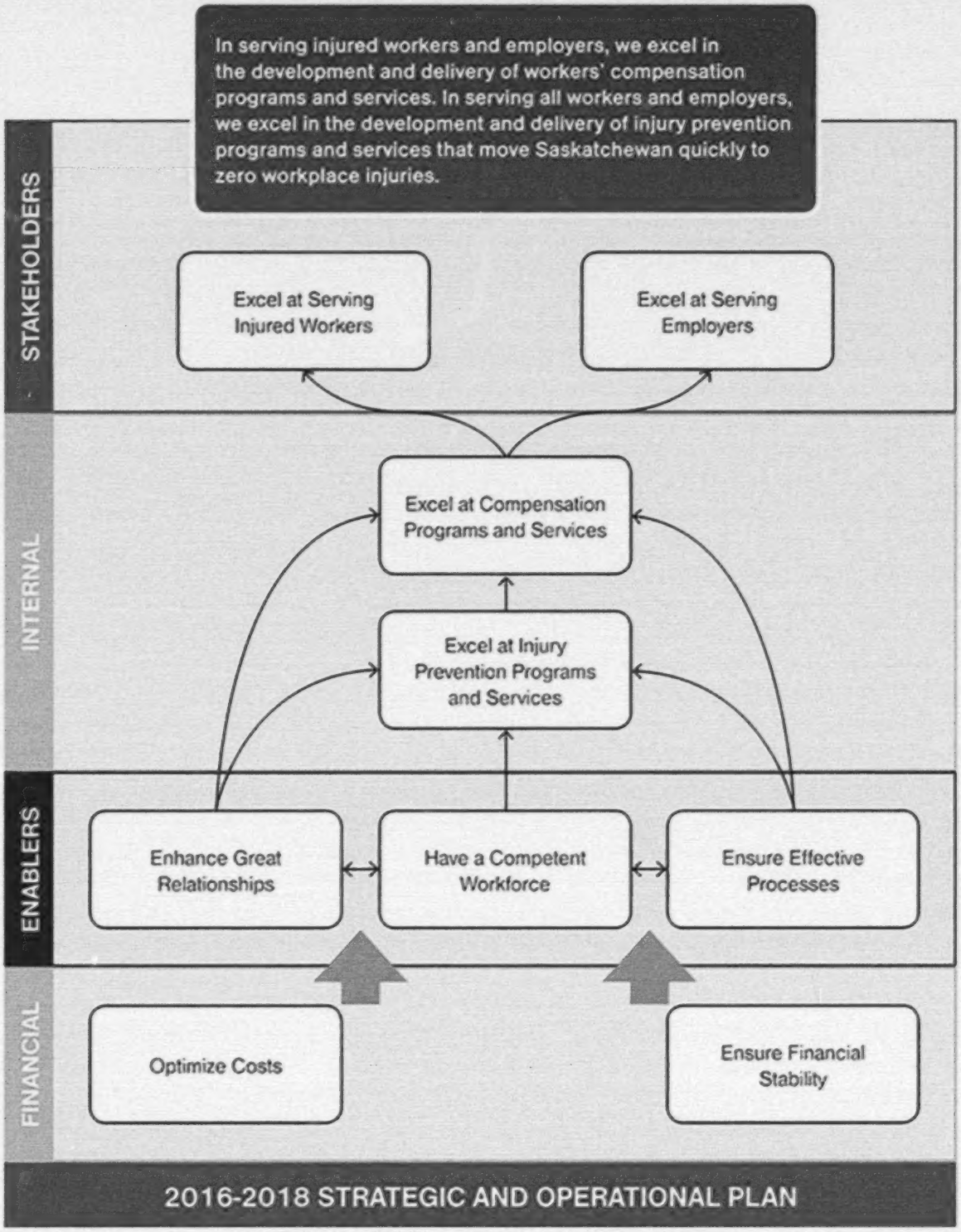
Strategic planners' review of objectives in the Internal perspective did not result in any changes. Objectives in this perspective are meant to describe how we will reach service excellence. Planners believed that the increased attention on injured worker and employer services, whether in the area of compensation or prevention, should be reflected in the objectives.

The Enablers perspective on our strategy map focuses on the effectiveness and efficiency of our staff and our processes. Both must function well to support the achievement of our highest level objectives for customer service. Strategic planners determined that the language of the objectives in this perspective (*Enhance Great Relationships*, *Have a Competent Workforce*, and *Ensure Effective Processes*) did not require change.

We must have adequate financial resources to fulfill our mandate and to meet our obligations. The Financial perspective keeps us focused on adequate financial resources so that we can fulfill our mandate and meet our obligations. The *Optimize Cost* objective did not require charge. This objective focuses on optimizing all costs, including program and administration costs, to provide the greatest value to our customers and stakeholders. The objective, *Ensure Financial Stability* did not require change.

The Board directed operational planners to develop initiatives and projects that achieve objectives in the Financial, Enablers and Internal perspectives – with the understanding that success in these areas creates sustainable service excellence for our customers.

Strategy Map


In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we excel in the development and delivery of injury prevention programs and services that move Saskatchewan quickly to zero workplace injuries.
STAKEHOLDERS
Excel at Serving Injured Workers
Excel at Serving Employers
INTERNAL
Excel at Compensation Programs and Services
Excel at Injury Prevention Programs and Services
ENABLERS
Enhance Great Relationships
Have a Competent Workforce
Ensure Effective Processes
FINANCIAL
Optimize Costs
Ensure Financial Stability
2016-2018 STRATEGIC AND OPERATIONAL PLAN

Our 2016 to 2018 Strategic Plan

There are five elements to our Strategic Plan:

- Vision Statement
- Mission Statement
- Statement of Principles and Beliefs
- Value Statements, and
- Strategy Statements

Strategic planners considered what changes to these elements would be needed to reflect changes in our operating environment in the past year, as well as to our Balanced Scorecard and Strategy Map. They agreed that our Vision Statement and Statement of Principles and Beliefs remained current and relevant, and would not be changed. Minor language changes were made to our Values Statement.

The Mission Statement and Strategy Statements were amended by strategic planners.

The Board had given considerable strategic attention to best practices in governance structures and models through 2014. Administration had put considerable effort in to the development and launch of a process improvement methodology for the WCB. Strategic planners agreed the continuing importance to the organization of both governance and continuous improvement, and greater emphasis on employer services, should be reflected in our Mission Statement and Strategy Statements.

Our 2016 to 2018 Strategic Plan, with the amendments noted above, follows.

The Strategic Plan is rooted in the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our stakeholders, and the nature of our relationships with workers, employers and the people of Saskatchewan.

Vision Statement

In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we excel in the development and delivery of injury prevention programs and services that move Saskatchewan quickly to zero workplace injuries.

Mission Statement

In support of our vision, our mission is to:

- Ensure our governance structures and activities reflect sound governance principles.
- Provide the right service, at the right time, and be cost effective in our processes.
- Communicate clearly our distinct identity, benefits and beliefs.
- Ensure the organizational and financial integrity of the Workers' Compensation Board.
- Be accountable for our results.

Statement of Principles and Beliefs

Our corporate principles and beliefs are:

- All unintentional injuries are preventable
- Compensation and prevention programs are a shared responsibility in the workplace.
- Injured workers and employers deserve excellent service.
- Workers, employers and others deal with us honestly.
- Employers care about their employees and care that their employees receive excellent service.
- WCB employees want to excel in providing customer service in a balanced and professional manner.
- We are guided by our corporate values, Code of Conduct and Ethics, and our responsibility for the protection of privacy of information, in all of our decisions.
- We will be socially responsible in fulfilling our mandate.

Values Statements

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others and are rooted in our Code of Corporate Conduct and Ethics.

1. Health and Safety – we will achieve our mandate without compromising, first and foremost, the health and safety of our employees.
2. Dignity – those we serve and those we work with are treated with respect and consideration.
3. Fairness – those we serve and those we work with are treated equally and without prejudice or bias. We provide service in a timely manner.
4. Honesty – we are truthful with those we serve and those we work with.
5. Openness – our programs and services are easy to access and to understand. Our decisions and actions are clear, reasonable and open to examination.

Strategy Statements

The strategy statements are meant to be interrelated and mutually supportive. Taken together, strategy statements are meant to represent a comprehensive, preferred future for the organization.

Service:	We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
Prevention:	We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
Relationships:	We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders built on trust, understanding and cooperation.

Strategic Management: We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.

Risk Management: We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.

Employee Relations: We will promote pride in WCB employees, require responsibility and accountability, and recognize individual and corporate achievements.

Our 2016 to 2018 Operational Plan

Our Board approves an Operational Plan that is written and executed by executive management. The Operational Plan intends to achieve the strategic objectives identified by the Board in their Strategic Plan.

Executive management considers several factors as they develop their Operational Plan:

- The corporate Balanced Scorecard and Strategy Map.
- The Board's Strategic Plan.
- Emerging issues in our operating environment.
- Operational data.
- Resource allocation (time, effort, technology).
- Risk mitigation, and
- Collaboration between WCB business units.

The result is an aligned and integrated Operational Plan that positions us for optimal strategic and operational success, *defined as delivering service value to customers.*

For operational planners, changes made by the Board to our Strategic Plan brought to their planning discussions an emphasis on:

- Following a continuous improvement methodology that aligns the organization around customer service objectives and that creates sustainable results.
- Using the portfolio management framework introduced in 2013 to prioritize, sequence, resource, and deliver improvement projects.
- Optimizing costs by managing program and administrative expenses.

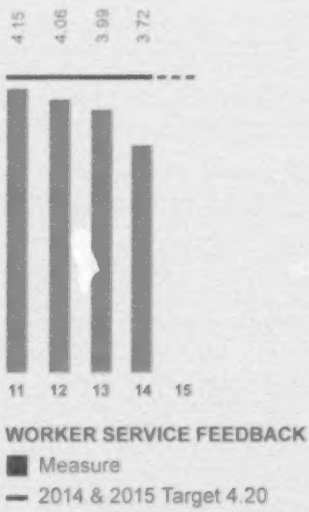
Our 2016-2018 Operational Plan is presented in the following pages.

Stakeholders Perspective:
Excel at Serving Injured Workers
Excel at Serving Employers

Achieves WCB Strategy Statements:

Service:	We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
Prevention:	We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
Relationships:	We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders built on trust, understanding and cooperation.
Strategic Management:	We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.
Risk Management:	We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.
Employee Relations:	We will promote pride in WCB employees, require responsibility and accountability, and recognize individual and corporate achievements.

Success in this perspective is the result of outcomes from successful initiatives and projects identified in the Internal and Enablers perspectives.



Initiatives	Projects	Implementation Date
Improve quality of service for injured workers	**Outcome of Enabler and Internal initiatives as described later in this document**	
Improve quality of service for employers	**Outcome of Enabler and Internal initiatives as described later in this document**	
	Develop a customer feedback strategy	**Q3, 2015**

Internal Perspective:
Excel at Compensation Programs and Services
Excel at Prevention Programs and Services

Achieves WCB Strategy Statements:

Service: We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.

Prevention: We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.

Relationships: We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders built on trust, understanding and cooperation.

This perspective tells us how well our compensation and prevention programs and services deliver quality service in a timely manner.

Our approach to service excellence is focused on the customer in both our Operations and Employer Services departments. Implementation of the WorkSafe Saskatchewan Strategic and Operational Plan is a key contributor to success in this perspective.

Continuous improvement of our programs and services focused on the customer is enabled by:

- Process improvement,
- A competent workforce, and
- Relationships that contribute to achieving our Vision.

Initiatives and projects that accomplish this perspective are found in the Enablers perspective.

Enablers Perspective: Enhance Great Relationships

Achieves WCB Strategy Statements:

Relationships: We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders built on trust, understanding and cooperation.

Employee Relations: We will promote pride in WCB employees, require responsibility and accountability, and recognize individual and corporate achievements.

This perspective tells us how well our relationships, both inside the WCB and with our customers and stakeholders, are contributing to our business outcomes. Our focus is on:

- A healthy, safe and secure workplace for our employees, contractors, clients, customers, and visitors.
- An engaged WCB workforce that understands and performs its role in delivering excellent customer service, and
- Relationships that help us and our stakeholders improve outcomes in claims management, return to work, prevention and safety.

EMPLOYEE ENGAGEMENT
Measure — Target 106
*2015 Target Metric in Development

Initiatives	Projects	Implementation Date
Have an engaged workforce	Improve our health, safety and security program	Q3, 2015
	Deliver leadership development program	Q1, 2016
	Review and enhance an engagement strategy	Q4, 2015
Enhance relationships and partnerships	Develop an outreach relationship strategy	Q1, 2016

Enablers Perspective: Have a Competent Workforce

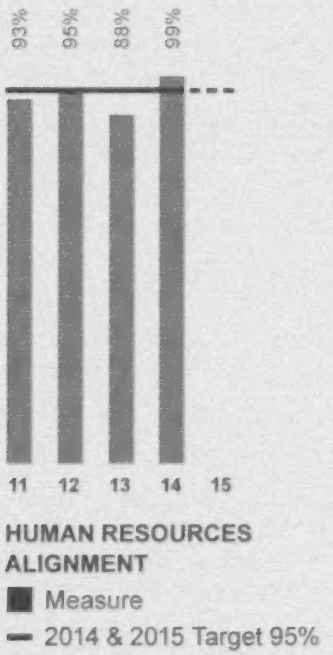
Achieves WCB strategy statements:

Service: We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.

Prevention: We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.

Relationships: We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders built on trust, understanding and cooperation.

Employee Relations: We will promote pride in WCB employees, require responsibility and accountability, and recognize individual and corporate achievements.



This perspective focuses management activities in the training, recruitment, work quality and process improvements that are integral to the delivery of service excellence.

The Human Resource Alignment Index was developed to monitor progress. The index is comprised of:

- Our employee retention rate.
- Our employee health and safety rate.
- The number of staff development days.
- The percentage of employees who pass probation.

Initiatives	Projects	Implementation Date
Build competence	Develop a Corporate workforce capacity management plan	Q2, 2015
	Improve the delivery of claims training programs	Q2, 2016
	Deliver corporate service excellence program	Q1, 2016
	Update succession plans	Q1, 2016
Ensure Board Appeal Tribunal staff has required training	Review training needs and develop an ongoing training strategy	Q1, 2016

Enablers Perspective: Ensure Effective Processes

Achieves WCB strategy statements:

Service: We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.

Strategic Management: We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.

Risk Management: We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.

This perspective focuses management activities on continuous process improvement so that we continually deliver value to its customers.

Improvements to processes are executed through projects that are governed by our Portfolio Management Executive Committee. Progress is monitored through an Effective Process Index.

The Effective Process Index is comprised of:

- The percentage of new firms registered within 10 days.
- The percentage of Employer Payroll Assessment
- The claims management index
- Total injury rate for Targeted Employers
- The time to process appeals for the Appeals Department.

The target for the index is 95 percent.

Initiatives	Projects	Implementation Date
Review and improve enabling and governing processes that support core business processes	Implement a data quality program	Ongoing
	Improve online services based on customer feedback	Ongoing
	Create an integrated IT architecture program	Ongoing
	Embed continuous process improvement and project management methodologies	Ongoing
Review and improve core business processes.	Improve Return to Work processes (Claims Management)	Ongoing
	Improve targeting strategies (Prevention)	Ongoing
	Improve Employer Payroll & Assessment processes (Employer Services)	Q4, 2018
	Improve policy development process (Administrative Services)	Q4, 2016
	Improve employer registration processes (Employer Services)	Q4, 2015
Ensure effective and efficient appeal process: 1. Effective information gathering 2. Thorough file review 3. Require full file development 4. Provide appropriate and timely disclosure 5. Provide timely decisions	Review Board Services' processes to improve quality of information	Q2, 2016
Ensure consistent interpretation of legislation and policies throughout the WCB	Review process for communication of decisions to ensure that the Board's interpretation of legislation and policies is consistently acted upon within the WCB, with the goal of reducing the Board Appeal Tribunal overturn rate	Q4, 2016

Financial Perspective: Optimize Costs Ensure Financial Stability

Achieves WCB strategy statements:

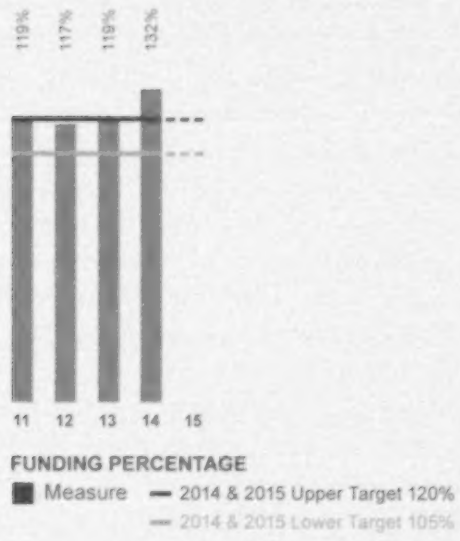
Service: We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.

Strategic Management: We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.

Risk Management: We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.

This perspective results in outcomes from successful initiatives and projects identified in the Enablers and Internal perspectives. There are two performance indicators for this perspective:

- Optimize Costs: An index comprised of our cost per claim and administration budget variance.
- Ensure Financial Stability: Our fully funded status.



Initiatives	Projects	Implementation Date
Strategic Finance Review	**Implementation of Asset Liability Study**	**2015-2018**
	Implementation of Investment Asset Strategy	**Q4, 2016**
	Rate Model review	**Q4, 2015**